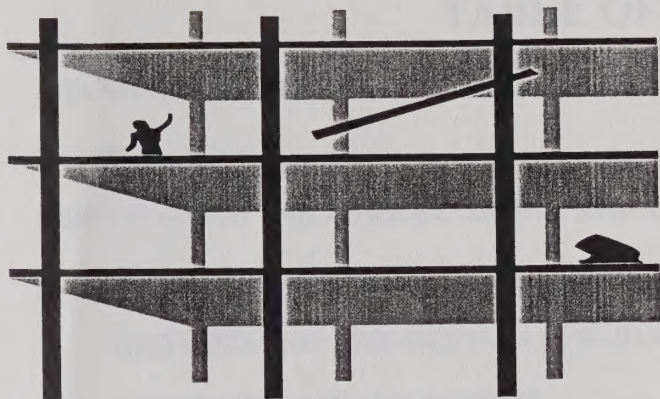
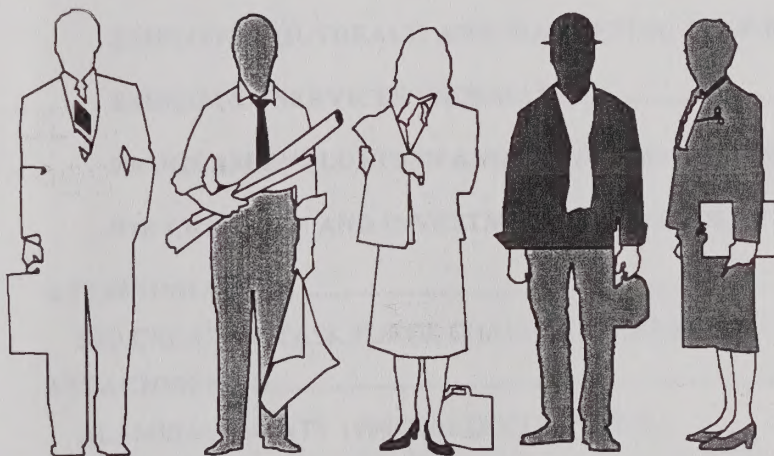




ALAMEDA COUNTY

JOB CREATION AND INVESTMENT FUND GRANT PROGRAM

IMPLEMENTATION PLAN

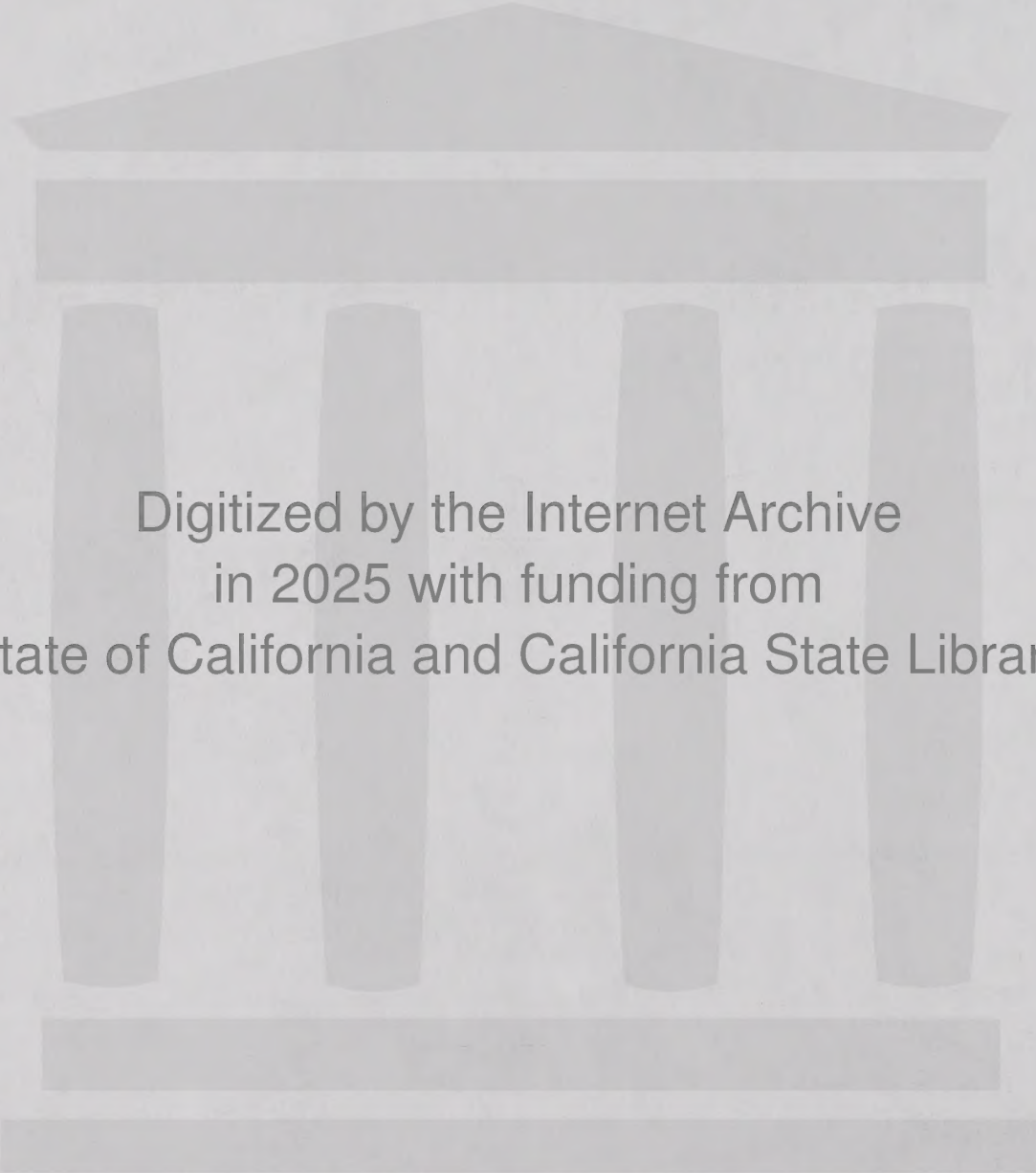


NOVEMBER
1998

INSTITUTE OF
STUDIES LIBRARY
NOV 1 1998

UNIVERSITY OF CALIFORNIA

Submitted by the
Alameda County Job Creation and Investment Task Force



Digitized by the Internet Archive
in 2025 with funding from
State of California and California State Library

<https://archive.org/details/C124921272>

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	1
INTRODUCTION.....	3
JCIF PROGRAM AND ADMINISTRATIVE STRUCTURE.....	5
PROGRAM PARTICIPANTS.....	5
ORGANIZATION AND MEETING SCHEDULE.....	6
PROGRAM STAFF AND SUPPORT.....	6
THE JCIF IMPLEMENTATION PLAN AND SCHEDULE.....	7
THE PLAN DEVELOPMENT PROCESS.....	7
JCIF WORK SCHEDULE.....	8
REGIONAL COLLABORATION.....	9
ECONOMIC OUTLOOK FOR CALWORKS JOB SEEKERS.....	11
REGIONAL ECONOMIC OVERVIEW	11
EMPLOYMENT OPPORTUNITIES FOR CAL WORKS JOB SEEKERS	13
JCIF PROGRAM DESIGN FINDINGS.....	14
JCIF PLAN IMPLEMENTATION INITIATIVES.....	15
KEY INDUSTRY SECTOR STUDIES.....	15
EMPLOYER OUTREACH AND MARKETING PROGRAM	17
EMPLOYER SERVICES PROGRAM.....	20
PROGRAM EVALUATION AND PERFORMANCE MEASUREMENT.....	23
JOB CREATION AND INVESTMENT FUND BUDGET	23
ATTACHMENT I.....	25
JOB CREATION TASK FORCE CHAIRS AND MEMBERS.....	25
ATTACHMENT II	27
ALAMEDA COUNTY 1994-2001 OCCUPATIONS	28
ATTACHMENT III.....	33
ALAMEDA COUNTY CALWORKS RECIPIENT POPULATION INFORMATION	33
ATTACHMENT IV.....	35
ALAMEDA COUNTY CALWORKS RECIPIENTS EDUCATION, SKILLS, TRAINING, WORK HISTORY	35
BARRIERS TO WORKFORCE RE-ENTRY:	36
ATTACHMENT V	37
JOBS AVAILABLE FOR CALWORKS HIRES – ALAMEDA COUNTY.....	37
ATTACHMENT VI.....	39
ALAMEDA COUNTY 1994-2001 OCCUPATIONS	39

TABLE OF CONTENTS

1	ACKNOWLEDGEMENTS
2	PREFACE
3	THE CITY AND ADMINISTRATIVE STRUCTURE
4	PROGRAM OBJECTIVES
5	ORGANIZATION AND PERSONNEL
6	PROGRAM STAFF AND REPORT
7	THE CITY IMPLEMENTATION PLAN FOR 1980
8	THE CITY DEPARTMENT'S PROGRAM
9	THE CITY'S PROGRAM
10	THE CITY'S PROGRAM
11	THE CITY'S PROGRAM
12	THE CITY'S PROGRAM
13	THE CITY'S PROGRAM
14	THE CITY'S PROGRAM
15	THE CITY'S PROGRAM
16	THE CITY'S PROGRAM
17	THE CITY'S PROGRAM
18	THE CITY'S PROGRAM
19	THE CITY'S PROGRAM
20	THE CITY'S PROGRAM
21	THE CITY'S PROGRAM
22	THE CITY'S PROGRAM
23	THE CITY'S PROGRAM
24	THE CITY'S PROGRAM
25	THE CITY'S PROGRAM
26	THE CITY'S PROGRAM
27	THE CITY'S PROGRAM
28	THE CITY'S PROGRAM
29	THE CITY'S PROGRAM
30	THE CITY'S PROGRAM
31	THE CITY'S PROGRAM
32	THE CITY'S PROGRAM
33	THE CITY'S PROGRAM
34	THE CITY'S PROGRAM
35	THE CITY'S PROGRAM
36	THE CITY'S PROGRAM
37	THE CITY'S PROGRAM
38	THE CITY'S PROGRAM
39	THE CITY'S PROGRAM
40	THE CITY'S PROGRAM
41	THE CITY'S PROGRAM
42	THE CITY'S PROGRAM
43	THE CITY'S PROGRAM
44	THE CITY'S PROGRAM
45	THE CITY'S PROGRAM
46	THE CITY'S PROGRAM
47	THE CITY'S PROGRAM
48	THE CITY'S PROGRAM
49	THE CITY'S PROGRAM
50	THE CITY'S PROGRAM
51	THE CITY'S PROGRAM
52	THE CITY'S PROGRAM
53	THE CITY'S PROGRAM
54	THE CITY'S PROGRAM
55	THE CITY'S PROGRAM
56	THE CITY'S PROGRAM
57	THE CITY'S PROGRAM
58	THE CITY'S PROGRAM
59	THE CITY'S PROGRAM
60	THE CITY'S PROGRAM
61	THE CITY'S PROGRAM
62	THE CITY'S PROGRAM
63	THE CITY'S PROGRAM
64	THE CITY'S PROGRAM
65	THE CITY'S PROGRAM
66	THE CITY'S PROGRAM
67	THE CITY'S PROGRAM
68	THE CITY'S PROGRAM
69	THE CITY'S PROGRAM
70	THE CITY'S PROGRAM
71	THE CITY'S PROGRAM
72	THE CITY'S PROGRAM
73	THE CITY'S PROGRAM
74	THE CITY'S PROGRAM
75	THE CITY'S PROGRAM
76	THE CITY'S PROGRAM
77	THE CITY'S PROGRAM
78	THE CITY'S PROGRAM
79	THE CITY'S PROGRAM
80	THE CITY'S PROGRAM
81	THE CITY'S PROGRAM
82	THE CITY'S PROGRAM
83	THE CITY'S PROGRAM
84	THE CITY'S PROGRAM
85	THE CITY'S PROGRAM
86	THE CITY'S PROGRAM
87	THE CITY'S PROGRAM
88	THE CITY'S PROGRAM
89	THE CITY'S PROGRAM
90	THE CITY'S PROGRAM
91	THE CITY'S PROGRAM
92	THE CITY'S PROGRAM
93	THE CITY'S PROGRAM
94	THE CITY'S PROGRAM
95	THE CITY'S PROGRAM
96	THE CITY'S PROGRAM
97	THE CITY'S PROGRAM
98	THE CITY'S PROGRAM
99	THE CITY'S PROGRAM
100	THE CITY'S PROGRAM

Acknowledgments

The preparation of the Job Creation and Investment Implementation plan represents a impressive collaboration by the region's businesses, business associations, organized labor, community advocates, local governments, educational institutions, and philanthropic and religious community leaders over the last ten months. During this period, over 110 individuals participated in the development of the plan, giving freely of their time to advance new programs and approaches to job creation and solutions that improve the placement of public assistance recipients through institutional and community working partnerships.

Outstanding in their contributions to this effort were:

- **Mr. Bill Lambert**, Economic Development Director of the City of Berkeley, for his outreach to cities to ensure their interests were addressed in the plan;
- **Ms. Marsha Murrington** with the Spanish Speaking Unity Council and **Mr. Ed Barnes**, with the Berkeley Community Law Center, for their valuable insight into the special issues and needs facing public assistance recipients and insuring the Task Force focused on the human side of welfare reform; and
- **Mr. Joseph Harabura**, President and CEO of the Oakland Chamber of Commerce, and **Mr. Mario Solis**, Director of the Department of Work Force and Resource Development of the Alameda County Social Services Agency, for their special outreach to business associations and community non-profit organizations and their commitment of resources that aided in the plans' development.

We would also like to thank the many businesses and public assistance recipients who have shared their time and insightful responses to our surveys, and for participating in interviews and focus group discussions.

Finally, a special word of thanks goes to the members of the Alameda County Board of Supervisors for their support of the Task Force. The Board provided its vision for economic and social equity for the residents of Alameda County through its 90-Day "Communities That Work" initiative. This effort set the tone for all subsequent planning by demanding full community participation and challenged us to think "outside the box" in developing approaches to address the special needs of individuals and families on public assistance as well as low income wage earners.

It is our hope that this Job Creation and Investment Implementation Plan will meet the expectations of the Alameda County Board of Supervisors and the many who have participated in this process.

Task Force Co-Chairs:

Mr. Steven Brooks, President and CEO
Tri-Valley Community fund

Mr. Bernie Collins, Manager
District Human Resource,
East Bay District
United Parcel Service, Inc.

Introduction

In July 1997, the Alameda County Board of Supervisors commissioned a community wide planning initiative to prepare for the dramatic changes to individuals and families brought on by the federal government's historic legislation that was enacted to reform the United States Welfare system. The Board of Supervisor's commission, known as the 90-day "Communities that Work" effort, brought together over 300 government, labor, business, and community leaders to help identify jobs and address the transportation and child care barriers experienced by the more than 27,000 individuals on public assistance in Alameda County. This initiative has facilitated the preparation of the County's CalWORKs plan that is required by the State to implement the federal government's welfare reform program in California.

The Board of Supervisors approved the County's CalWORKs plan in January 1998 and designated the Economic Development Alliance for Business (EDAB) as the lead agency responsible for coordinating economic development activities associated with the plan. EDAB was the lead organization for the jobs committee organized under the 90-day "Communities that Works" effort and this action was also required for the County to participate in the State's newly established Job Creation and Investment Grant Fund (JCIF) Program (AB 1542 Section 19, Chapter 1.12). This grant program was established to help counties create jobs and improve the linkage between economic development, workforce development and social service systems.

Under this program the County will be authorized to receive \$109,000 during the first year (Fiscal Year 1998/99) following establishment of the project oversight Task Force, submission of an authorizing resolution for participation and completion of a comprehensive implementation plan that addresses:

- Projected job opportunities for CalWORKs participants;
- Barriers to job placement;
- A plan for service;
- Performance indicators; and
- Budget requirements and sources.

EDAB established the Job Creation and Investment Task Force in February 1998 to address these requirements and to provide oversight. An authorizing resolution was submitted to the California Trade and Commerce Agency in May indicating the County's intention to complete the required Implementation Plan and request funding from the grant program.

Over the last ten months, the Task Force has conducted surveys of businesses and CalWORKs job seekers, analyzed employment and occupational projections, facilitated employer focus groups, and sponsored special studies of industry clusters and occupations. The Task Force helped EDAB secure job commitments and developed the initial program services that were needed to improve the placement of CalWORKs job seekers, concurrent with the preparation of the required JCIF Implementation Plan.

Through this process the Task Force developed specific initiatives to enhance job creation and placement of CalWORKs job seekers. Initiatives included:

- **Key Industry Sector Studies** - To improve the targeting of employment training and economic development services in order to facilitate growth in key industry sectors;
- **Employer Outreach and Marketing Program** - To secure 2,500 job commitments from public and private employers for CalWORKs job seekers; and
- **Employer Services Program** - To increase the number of employers participating in the CalWORKs program and improve CalWORKs on-the-job placement and job retention performance.

Performance measurement standards have been established for each program area and total program costs, including the portion to be financed from the Job Creation and Investment Grant Fund, have been identified.

The Task Force has developed the best “road map” for directing the County’s job creation and investment efforts. Attempts were made to maximize community resources and complement existing efforts that are working to transition CalWORKs job seekers to financial self-sufficiency and independence.

JCIF Program and Administrative Structure

Alameda County designated the Economic Development Alliance for Business (EDAB) as the lead organization for the Job Creation Investment Fund Grant Program. EDAB is the regional economic development partnership serving Alameda and Contra Costa Counties with 44 public organizations (including 15 cities), over 200 businesses, public educational institutions and training agencies, Private Industry Councils, and Community Based Organizations dedicated to promoting the economic vitality of the region.

As lead agency, EDAB is responsible for coordinating the activities of the Job Creation and Investment Fund (JCIF) Task Force, collaborating with public and private organizations involved in job development and training services for CalWORKs job seekers, and directing the development and implementation of the job creation initiatives for the County.

JCIF Task Force Participants

The JCIF Task Force has a membership of 110 individuals (Attachment I) representing a broad spectrum of organizations which include:

- **Cities:** All 14 cities in Alameda County, and the City of Richmond in Contra Costa County
- **Community Colleges/Universities:** Peralta Community College, California State University, Hayward, Chabot-Las Positas Community College, Laney College, Vista College, and the College of Alameda
- **Private Industry Councils:** Alameda County, City of Oakland, and City of Richmond Private Industry Councils
- **State Agencies:** The State Employment Development Department Offices (4) in Alameda County and the California Trade and Commerce Agency Regional Office.
- **Private Businesses:** Pacific Bell, Clorox Company, United Parcel Services, Inc, Allied-Sysco Foods, Inc., LAM Research Corp., Catholic Charities, Fremont Bank, AC Transit, Sybase, East Bay Municipal Utility District, Human Resource Solutions, United Way, Goodwill Industries, Smith & Associates, PeopleSoft, CitiBank, Williams/Wallace, Security USA, Rite Aide Corp., New United Motor Mfg., Inc., Horizon Beverage Company, M.T.A. Ltd., C.A.R.A.T.
- **Community-Based Organizations:** 13 Community-Based non-profit organizations

- **Foundations:** Tri-Valley Community Fund, United Way of the Bay Area, and the Bay Area Partnership
- **Alameda County Agencies:** Social Services Agency, Human Resources Agency and Housing Authority
- **Labor Organizations:** The Building Trades Council and the Central Labor Council of Alameda County

JCIF Organization and Meeting Schedule

EDAB appointed two business leaders from its membership to co-chair and lead the work of the JCIF Task Force. The Task Force meets every other month and holds its meetings in different regions in the County to encourage full community and business participation.

The Task Force is organized into three Sub-Committees to facilitate problem solving and program development for planning and operation. The Sub-Committees are:

- **Economic Development** – Linking job location and employer needs to the City Economic Development Directors of the County.
- **Employment Barriers** – Identifying and developing programs to address pre/post employment barriers.
- **Job Creation and Development** – Identifying available jobs and opportunities to stimulate job creation.

During bi-monthly Task Force meetings, Sub-Committee progress reports are presented for input and support, and client placement statistics and support and training services status reports are presented by the County's Social Services Agency. The meetings provide an opportunity for JCIF member networking, sharing best practices, and insuring program coordination among participating job training, placement and support services agencies.

Program Staff and Support

The County of Alameda has provided EDAB with funding for two (2) professional staff to support the activities of the Task Force. Staff members are responsible for job development, Task Force and committee support, research and data collection, grant management, program development, and coordination among participating agencies. The staff works with the Social Services Agency, and individual agencies and consultants to ensure effective coordination and implementation of the JCIF Plan.

JCIF Implementation Plan and Schedule

The overall purpose of the Job Creation and Investment Task Force is to guide the planning, development and implementation of programs to stimulate job creation and employment for CalWORKs job seekers.

Given the pressing needs of the County to transition CalWORKs job seekers, the Job Creation and Investment Task Force has divided its efforts into two areas:

1. Securing job commitments and developing 1st Stage Program Initiatives that were implemented in June 1998 to improve job placement and
2. Developing the JCIF Implementation Plan and 2nd Stage Initiatives that will be implemented in December 1998.

This dual approach met immediate job placement needs for CalWORKs job seekers in the County, while providing practical experience in which to focus JCIF planning and program development efforts.*

The Plan Development Process

During the plan development phase, the Task Force areas of focus included:

- **Research and Study** – Obtain and analyze information on the labor market so that the region's training programs and placement agencies can improve their effectiveness. Task Force activities include selecting industry clusters to study and the evaluation of forecasts of industry/occupation growth trends in relation to the employability of CalWORKs job seekers.
- **Employment Barriers (pre/post employment)** – First examine, through employer focus groups, obstacles to hiring CalWORKs job seekers; then develop program initiatives to overcome barriers, i.e., employer/labor concerns, employee concerns with transportation and childcare resources and employer liability issues, education and training needs.
- **Job Development and Creation Strategies** – Utilize economic development programs and linkages to assist with the placement of CalWORKs job seekers. Explore market opportunities that would expand non-profit agencies enterprise development activities, targeted business attraction, expansion and retention initiatives, the use of employment and placement intermediates, job upgrading, and utilization of community resources.

*The 90-Day targeted outreach to secure job commitments and placement of CALWORKs job seekers resulted in the placement of 429 clients

Direct Services – Examine the feasibility of developing a system of support services for employers, promoting best practices to employers, and market the merits of involvement in welfare-to-work programs to employers.

Through the Task Force's examination of each of the above listed areas, specific initiatives were developed. These are presented in detail in the Plan Initiatives Section of the Report.

In addition, the Plan initiatives have been incorporated into EDAB's Five-Year Strategic Plan, which is carried out with the assistance of a network of public and private sector agencies that support EDAB. EDAB's Strategic Plan represents a comprehensive effort to advance the economic vitality of the East Bay's economy. The Plan was developed in 1997, reassessed in March 1998, and adopted by EDAB's membership in May 1998. The JCIF Plan is an element of this Strategic Plan that focuses on workforce development initiatives and regional collaboration and will aid in the targeting of job creation efforts by EDAB and its public/private member agencies.

JCIF Work Schedule

The Job Creation and Investment Task Force Plan development and program implementation timeline is as follows:

Plan Development Phase

1/98 – 3/98:

- Orient Task Force Members.
- Increase community knowledge of the Welfare to Work resources and the role of economic development in Welfare reform.
- Collect and analyze information on CalWORKs job seekers.
- Collect and analyze industry and occupational data and complete a pilot cluster study (Food Processing Industry) focusing on workforce requirements, industry retention and business attraction problems and industry growth opportunities.
- Secure job commitments from employers and monitor referrals/ placements by CalWORKs agencies.

4/98 – 6/98:

- Conduct preliminary needs assessment to identify key issues and areas the Job Creation plan will focus on.
- Collaborate with economic development, training and social services organizations in regional planning and program development efforts to enhance economic and work force development resources for the region.
- Develop an employer outreach program and establish functional relationships with CalWORKs and PIC job developers.
- Secure job commitments from employers and monitor referrals/ placement by CalWORKs agencies.
- Develop first stage initiatives to address the most pressing barriers to placement and identify critical job shortage areas in the region.

7/98 – 11/98:

- Complete the Job Creation and Investment Implementation Plan and submit it to the California Trade and Commerce Agency.

Program Implementation Phase

7/98 - 10/98:

- Implement first stage initiatives.
- 3rd Party Bonding for CalWORKs job seekers (approved 7/98).
- Implement occupational work key studies in specific entry-level occupations (Clerical, Security, Retail Sales, etc. - begun in 9/98).
- Implement employer outreach programs (staff hired 9/98).

11/98 – 6/99:

- Implement second stage initiatives following approval of the Implementation Work Plan by the Task Force, the Board of Supervisors and the California State Trade and Commerce Agency.
- Complete industry cluster study and coordinate with Labor Market Information studies (December 1998).
- Implement the Employer Outreach and Marketing Program (January 1999).
- Initiate the Employer Services Program (December 1998).

4/99 – 6/99:

- Evaluate the implementation of the Work Plan initiatives.

Regional Collaboration

The Task Force and staff coordinated their activities with state, regional, local, employment and job creation development efforts undertaken in the region. Those areas of collaboration have included:

- The **EASTBAY Works One Stop Implementation Grant**;
- The **DOL Workforce Development Collaboration Grant** – (initial funding);
- The **DOL School to Work Employer Outreach Grant** – (initial funding); and
- The **Bay Area Partnership Regional Workforce Development Grant**.

Each of these initiatives has added to the region's competitive infrastructure to improve job seekers' access to training and placement programs throughout Alameda and Contra Costa Counties. The JCIF Task Force works to insure the coordination of services and provides an opportunity for all segments of the employment, training, and support services community to examine program linkages and develop effective or corrective interventions.

In addition, Task Force staff is working with the region's organized labor leadership to examine ways to expand their involvement in the CalWORKs programs. Areas of discussion include improved linkages to apprenticeship training and a survey of current and projected labor shortage in the trades. This working relationship between CalWORKs job development and organized labor is critical to the success of the program.

Economic Outlook for CalWORKs Job Seekers

This section reviews the economic outlook for Alameda County and examines areas of job growth representing the best opportunity for employment of CalWORKs job seekers. In addition, the section draws a number of findings from the analysis that will be used in shaping the initiatives of the JCIF Task Force Work Plan to create jobs and better link employment opportunities to CalWORKs job seekers.

Data used for purposes of analyzing employment demand includes the California Employment Development Department's (EDD) "1998 Projections and Planning Information for Alameda County" and "Projections of Employment by Industry and Occupation for 1994-2001". These sources were supplemented with the Association of Bay Area Governments (ABAG) "Projections 98", which forecast labor force and jobs trends through 2020, and recent occupational studies prepared by the Oakland Private Industry Council (PIC) and the region's community colleges.

On the supply side, the Social Services Agency and the Bay Area Partnership provided information on CalWORKs job seekers for Alameda County including job skills, work experience and community location information. This data was supplemented with job placement statistics from the regions PICs and Alameda County's Social Services GAIN Program.

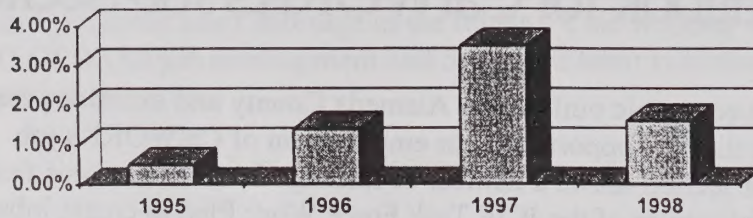
The Work Force Development staff of EDAB worked with the Job Creation and Investment Task Force in analyzing this information. In addition, the job development and placement experience gained from the 90-day "Communities That Work" initiative provided information on the employability and placement experience of recent CalWORKs job seekers in today's rapidly expanding East Bay job market.

Regional Economic Overview

The economies of the East Bay Counties of Alameda and Contra Costa account for a significant portion of the Bay Area's economic base and an estimated 993,600 jobs as of October 1998.

Although the East Bay region experienced only a modest economic downturn in the early 1990s, growth in the region lagged during the early stages of the current economic expansion. This was partly due to the closure of the Alameda Naval Air Station, the Oakland Naval Hospital, the Oakland Naval Supply Center and the Oakland Army Center, which employed a large number of civilian personnel. However, employment growth in the East Bay accelerated in 1997 (see table below), reflecting expansion in various service industries (including Biotechnology, and Business Services), and growth in high technology industries in the East Bay's sub-market areas of Fremont, Pleasanton, San Ramon and Livermore.

Percent Change in Jobs - Alameda and Contra Costa Counties



In Alameda County alone, total employment is estimated at 672,200, or 60% of the total East Bay (Oakland SMA) employment base.

Of these, 323,420 jobs (48%) are in the North County cities, 265,500 jobs (39%) are in the South County and 83,280 jobs (12%) are in the East County.

According to information obtained from the State Employment Development Department (EDD), the distribution of jobs among industry sectors in the County is the most balanced in the San Francisco Bay Area economic region: agriculture and mining (18%); manufacturing and wholesale (18%); retail (16%); services (30%); and other (23%).

However, the distribution of jobs by sector in each of the sub-market areas reflects clear differences in the types of industries that make up the economic base of the County.

In the North County, a large number of jobs are in the "other" sector, reflecting the strong concentration of jobs in the government and Finance, Insurance, Real Estate (F.I.R.E.) sectors. Another area of concentration is in the services sector, again reflecting the importance of office-using employers.

Employment in the South County is concentrated in the manufacturing/wholesale sectors, reflecting the importance of industrial activities in Fremont and other South County cities. The remaining employment is evenly distributed among the retail, service and "other" sectors.

In the East County, employment is concentrated in the service sector. The strength of this sector is largely attributable to the business and personal service employment centered on the large-scale office developments in the area. Retail employment is the next largest sector, with the remainder of jobs evenly split between the manufacturing and "other" sectors.

According to the most recent employment projections by EDD, total employment in the County is estimated to grow by 72,500 jobs between 1994 and 2001, an increase of 12.3%. During this period, the Service Sector Industry will account for a significant portion of this growth followed by manufacturing and retail trade.

Services include highly skilled professionals, technical, and manager positions. This sector is projected to add more than 30,000 new jobs between 1994 and 2001. Approximately one-third of these jobs will be in the business industry, primarily in the areas of computer services, temporary help agencies, and security services.

Another source of new jobs will be the manufacturing sector. This sector will generate over 12,000 new jobs. The areas within this sector expected to show the strongest growth are the manufacturing of industrial machinery, electronic equipment, and instruments and related products. These industries are expected to add about 6,500 jobs. As the fastest growing region of Silicon Valley, the southern end of Alameda County in Fremont, Newark and Union City has been very successful in attracting technology oriented, research and development, and electronics manufactures. There are about 450 manufacturing companies in the City of Fremont alone, half of which are involved in the high technology industry.

For the period 1994-2001, the other industry sectors are projected to grow as follows: construction (4,000 jobs); retail trade (11,300 jobs); wholesale trade (5,900 jobs); local and state government (5,000 jobs); and transportation (5,000 jobs).

Beyond this point, job growth between 2000 and 2010 (according to Association of Bay Area Governments) is anticipated to accelerate to a level of 14,000 new jobs annually.

Employment Opportunities for Cal Works Job Seekers

The economic outlook for Alameda County and the East Bay region provide an excellent opportunity for qualified job seekers, particularly for individuals in high skill and technical occupational fields (Attachment II). Job growth is expected to occur throughout the region, with the southern and eastern sub-market areas of the County accounting for a large portion of this growth.

However, despite these opportunities, the 27,581 Alameda County CalWORKs job seekers will have a difficult time in locating employment. For example, based on a survey conducted by the Alameda County Social Services Agency, over 65% of the CalWORKs respondents live in the north county region (Attachment III). Therefore, linking job seekers to the growth regions in the Southern portion of the county will require significant efforts to eliminate child care and transportation barriers to employment. In addition, according to the survey, 43% did not graduate from high school and 28% of the respondents had never worked (Attachment IV).

Based on the survey, the most commonly reported work experience for those who had previously worked was in the occupations of cashiers, customer services representatives, retail sales, warehouse/stocking/packing, home health aid, care attendants, child care workers and janitorial. The recent job placement experience under the 90-day "Communities That Work" demonstrated the employability of the CalWORKs job seekers in these occupations. For example, of the 756 entry-level job commitments from local employers, all were in these occupations and 429 CalWORKs recipients have been placed to date (Attachment V).

While job growth is expected to continue in these occupations accounting for 22,670 jobs between 1994-2001, the average wage is only \$8.25 (Appendix VI). Recent studies have determined that the necessary livable wage for a family of two in the Bay Area to be between \$13.00 and \$15.00 per hour. Therefore, despite employment

growth in the region, location of sustainable employment of CalWORKs job seekers will remain a challenge.

JCIF Program Design Findings

The information above presents an overview of the region's economy and the employment opportunities for CalWORKs job seekers. By way of summary, the following findings can be drawn from this information and needs assessment from focus groups conducted with employers and service providers by the JCIF Task Force.

- The East Bay and Alameda County are projected to continue to grow, with expansion occurring in the southern and eastern portions of the county. Linking job growth centers with communities of concentrated poverty will be critical to meeting employer workforce needs. Continuing to improve the business environment for key industry growth sectors must remain a high priority in the areas of concentrated poverty.
- Linking the economic development opportunities in the sub-market areas with the north county region is important to the overall economic vitality of the East Bay. Support for enterprise development support for non profits and business to business mentoring should be pursued.
- There is a mismatch between the skills and work experience possessed by the County's CalWORKs recipient and the region's occupational and industry growth sectors. The commitment by the County to support CalWORKs recipients while they complete their education should remain a high priority. Alternative employment and work experience channels must be developed for CalWORKs job seekers to meet their varying employment needs. Continual upgrade and job link strategies should be studied for occupations where CalWORKs job seekers are frequently placed, priority should be given to low-wage jobs.
- Placement of CalWORKs job seekers has occurred in a narrow band of industry sectors. Special outreach should be made to engage employers who may not be fully aware of the opportunities to participate in the CalWORKs program.
- Industry and occupational studies should be sponsored to continue to improve the performance of training and placement agencies in meeting the workforce demands of public and private employers. Industry sector studies should be sponsored that focus on sector work force requirements (both entry and upgrade), barriers and opportunities for growth and expansion.

These are a few of the findings that have been reached in assessing the economic outlook for the East Bay in relation to the employment needs of the CalWORKs population. The Job Creation and Investment Task Force, in shaping its planning initiatives, has considered them as a starting point for its second stage program interventions which are presented in the next section.

JCIF PLAN IMPLEMENTATION INITIATIVES

The JCIF plan is intended to improve Alameda County's targeting of job preparation and placement services, stimulate economic development and job growth in key industry sectors, and increase employer participation in the CalWORKs program. The plan's initiatives are designed to leverage existing resources and link individuals who have limited work and job skills to regions of the county experiencing growth.

The estimated resource requirements for each initiative needed to implement second stage projects including the portion recommended to be funded by the Job Creation and Investment Grant Program is found in the budget section of this plan. The plan suggests areas where supplemental funding is needed and expansion or intervention beyond the second stage projects should be explored. Each initiative leverages available resources and targets the areas where there is the greatest return for job creation and placement of CalWORKs job seekers.

The plan however does not review the critically important needs for childcare, transportation, or support services for CalWORKs job seekers. These areas are being addressed through the concurrent planning process initiated during the County's 90-day "Communities That Work" Program and through ongoing CalWORKs planning and management oversight process carried out by the County's Social Service Agency. In both of these areas EDAB Board members, Job Creation and Investment Task Force members and Staff are involved in on-going collaborative efforts to ensure coordination between Economic Development, Workforce Development and Social Services programs.

Key Industry Sector Studies

Objective: Improve the targeting of employment training and economic development services to facilitate growth in key industry sectors.

Alameda County is one of the fastest growing regions of the Bay Area. It has mirrored the strong employment growth of the state by growing 7.3 % since 1994, a net job growth of 46,900. Today the region's economy is characterized by rapid change that places greater demands on public institutions and infrastructure. The ability of the region to continue to grow and increase employment will be dependent on its success in addressing the limitations of its education and training systems to prepare a skilled workforce, balancing regulatory restrictions with environmental quality and increasing the capacity of public infrastructure.

Reducing the institutional barriers between government and the private sector requires an organized, on-going study of industry sectors and an active outreach to bring business and public institutions together.

To address these needs, the JCIF Task Force recommended the initiation of industry cluster studies that focus on:

1. Work force skill requirements for the sector;
2. Regulatory barriers and capital requirements impacting retention and expansion; and
3. Specific proposals for growth and expansion of the selected industry sectors.

Through the cluster study process, improvement in entry level job placement and worker upgrades can be developed to meet industry expansion requirements while providing sustainable employment.

The cluster approach was piloted in the Food Processing Industry Sector during the 90-day initiative and resulted in development of specific training programs to improve the pool of qualified entry level candidates and reduce costly turnover. Local training providers have incorporated the skill requirements for this industry into their training curriculum for workers seeking employment in the food sector. Job skills for mid-level skilled workers were also identified in an effort to upgrade employment productivity and improve industry growth. The study identified at-risk industry segments within the cluster (large producers in comparison with ethnic or specialty food producers), and organized, with industry leadership, specific actions to remove barriers to growth. It also developed industry directed initiatives to increase market share and employment.

FY 1998/99 JCIF Budget Item: \$20,000 for Cluster Study

Building on the experience gained from the food industry cluster study, the Plan will complete one (1) cluster during FY 1998/99. The JCIF Task Force and the Economic Development Directors Council of EDAB will select the study from one of the following sectors currently under review.

- Construction
- Information Technology
- Multi-Media
- Health Care
- Bio-technology
- Metal and machinery
- Petroleum and related products

An outside consultant will be retained through a competitive process to complete the study. The Alameda County Board of Supervisors will approve the consultant selected based on the recommendation of the JCIF Task Force.

EDAB staff assigned to the Welfare to Work program (not funded by JCIF) will manage the consultant contract and an oversight committee of industry leaders selected from the cluster will assist as a resource to the consultant. EDAB anticipates selecting the consultant by mid-January 1999.

The study will be funded from the JCIF grant and CalWORKs funding designated for industry and occupational studies. Based on past experience, the cluster study will range in cost from \$50,000 to \$75,000 depending on the size of the industry.

An additional commitment of resources will be required in order to expand the number of sectors studied in future years. In the meantime, the JCIF plan has identified the following interim actions or recommendations to improve the region's awareness of industry growth needs, the performance of job training and placement services, and targeted economic development retention, attraction and expansion services. Proposed actions include:

- Request of EDD a full-time Labor Market Analyst for Alameda County.
- Use One-Stop Implementation Grant and Regional Workforce Grant funding for limited scope industry and occupational studies. Priority for study includes a review of occupations experiencing worker shortages (Independent Truckers, ChildCare Workers, Cosmetology, and Biotech Medical/Devices); and a pilot Job Linkage upgrade program in occupations where CalWORKs job seekers are traditionally placed (Security, Retail, and Services). **Funding - \$40,000 available for FY 1998/1999.**
- Jointly sponsor with the Contra Costa Economic Partnership a study of economic indicators of the Oakland Metropolitan Statistical Area in comparison to performance of other regions in the state and country. **Funding - \$19,000 appropriated for FY 1998/1999.**

The information from these sponsored initiatives will be distributed to all training agencies, school districts, community colleges, One-Stop and Career Centers. With the support of the JCIF Task Force, institutions will be encouraged to update instructional curriculum to address work skill requirements.

Employer Outreach and Marketing Program

Objective: Secure 2,500 job commitments from public and private employers for CalWORKs job seekers by June 30, 1999.

The EDAB Workforce Development staff will initiate a coordinated outreach and marketing program to promote the public/private partnership and secure the participation and commitment of jobs from both private and public sectors employers.

The staff members will coordinate their activities with Economic Development Directors, State Employment Service, PICs, community colleges and the County Social Service Agency through monthly meetings of the job developers from these agencies and with members of the JCIF Task Force. In addition, Task Force staff will work closely with the region's organized labor leadership to secure their participation and involvement in the outreach and marketing program. This is particularly important when job commitments are sought from regional capital projects or contracting out to non-profit organizations (as discussed on page 19).

Both general and targeted marketing materials will be developed to inform employers of the benefits of their participation in the CalWORKs program. Materials will be developed that provide a job seeker profile, summary of business incentives (wage subsidies, tax credits), testimonials by businesses who have participated in the program

(UPS, Rite Aid, Marriott Hotel) and available employer support services. Development of the marketing materials will be closely coordinated with all job development, placement, and training programs in Alameda County.

FY 1998/1999 JCIF Budget Item: \$50,000 for Marketing Program

The JCIF Task Force has reviewed and approved in concept an outline of the marketing and outreach program. The plan is envisioned to build and support the numerous marketing brochures and specialized employer marketing materials available from the region's PICs, One-Stop Centers, EDD, Self-Sufficiency Centers, community based organizations, faith-based organizations, community colleges, and others. As cited in the opening statement of the draft marketing plan outline, *"This effort holds the greatest potential for conflict and duplication or the greatest potential for collaboration and mutual gain. It will require a commitment to design a local plan that cuts across disciplines and political, geographic and turf boundaries"*. The Draft outline identifies all partners, beneficiaries and performance measures and suggests promotional targets and distribution channels.

The program outline is currently being reviewed by a marketing agency that has volunteered their services to EDAB. A business focus group will be utilized to further refine the marketing plan to meet the needs of the JCIF Task Force and partner organizations. Through this process, a marketing proposal will be prepared and competitively bid to potential contractors. EDAB staff will review potential bidders with the assistance of members of the Task Force. The Alameda County Board of Supervisors will make the final decision on the marketing consultant. Staff anticipates to have the consultant selected by late January 1999.

Based on preliminary discussions with marketing firms, \$50,000 may be adequate for the promotional program during second stage implementation. County Social Services has informed EDAB that their marketing budget has been expended for marketing to CalWORKs clients and funds are not available for employer marketing. Job development and placement programs market their individual program adding to employers' confusion in understanding all employment related and specialized service programs available in the region and their relationship to the CalWORKs program. The marketing program will represent a Holistic approach to Training and Support Service Programs that are viable to promote productivity, reliability and job retention to businesses.

The Workforce Development staff will use a number of distribution channels to promote the program including monthly meetings with Chambers of Commerce and merchant group and business associations.

Local cable networks will be asked to promote the program in their telecasts, public service announcements, and articles featuring the CalWORKs program, will be placed in business journals and trade association newsletters. Special events conducted by EDAB and/or sponsored by members of the JCIF Task Force will be utilized to promote the program and secure job commitments. In addition, a special outreach program will

be initiated during second stage implementation that will involve marketing the program to the public and non-profit sectors.

Public Sector Promotional Program

Staff will seek the cooperation and support of local government to secure private sector employer participation in the CalWORKs program.

- **Public Sector Procurement and Contract Opportunities** -The County, cities, special districts and authorities will be asked to encourage their contractors/vendors to participate in the CalWORKs program. The County of Alameda piloted a model placement program with their temporary employment contractor that successfully placed over 286 CalWORKs job seekers during the last year.
- **First Source Hiring Agreements with Employers** - The County and each city will be asked to establish a first source hiring agreement for new development projects within their jurisdiction. The City of Berkeley has an award-winning program valued by business and has offered to assist other cities with the development of similar programs.
- **Regional Capital Projects** – Both CalTRANS and the Port of Oakland will undertake significant capital projects. CalTRANS will begin work on the \$1.52 billion retrofit of the eastern Bay Bridge anchorage and the Port will expand both its air and sea facilities. CalTRANS and the Port of Oakland will be asked to encourage their contractors/vendors to participate in the CalWORKs Program.

The Workforce Development staff will seek employer job commitments but will also identify other ways in which employers can participate. This includes contributions of equipment, involvement in curriculum development, volunteer instructors from industry, work site tours for recipients, shared costs with business partners, and building on employers' own training.

Contracting Out Work to the Non-Profit Sector

The Workforce Development Program will develop a number of different job placement commitments to meet the varying skill and work experience of the CalWORKs population. One area identified during the 90-day study period was to increase job opportunities by expanding the enterprise development ventures of non-profit organizations. This strategy has proven to be an effective avenue for job seekers to gain work experience and transition into the private sector.

Both local government and private sector employers will be asked to consider opportunities to contract out work to non-profit organizations that have enterprise business. Non-profit organizations provide a semi-sheltered work environment, which parallels private sector positions (janitorial, food preparation, and child care workers). For example, Goodwill Industries has an extremely successful enterprise program and provides excellent work experiences to entry level job seekers.

Through promotional efforts, non-profits will be able to compete for contract opportunities and increase their enterprise development activities and in turn increase employment opportunities for CalWORKs job seekers.

Mentoring Program

Workforce Development staff will implement a targeted marketing program to business leaders to secure commitments to participate in a job shadow/mentoring program. Business leaders have already shown support for this initiative, which would be for both male and female adults between the ages of 18-25.

Employer Services Program

Objective: Increase the number of employers participating in the CalWORKs program and improve CalWORKs on-the-job placement and job retention performance.

Many business leaders today assume that CalWORKs job seekers will bring social problems to the work site. In order to address this perceived issue, employer surveys, interviews and focus groups were conducted to assess their experience with the CalWORKs or former GAIN welfare-to-work programs. Early in the plan development phase, the Greater Oakland Metropolitan Chamber of Commerce and EDAB conducted a survey of members from both of the Alameda and Contra Costa Chambers of Commerce. Of the 50 companies responding to the survey, over half expressed interest in hiring a CalWORKs job seekers.

A similar expression of interest was demonstrated by local employers who pledged over 800 jobs during the 90-day "Communities that Work" program. However, this effort surfaced a critical need for employer assistance to address hiring barriers and support service beyond the CalWORKs job placement. For example, the job developer assigned to the 90-day program was unable to place CalWORKs job seekers in positions with restrictions on previous misdemeanor or felony convictions. This meant that one of the largest regional employers, the Port of Oakland and its tenants, was unable to participate in the CalWORKs program. Resolution to the problem involved sponsoring a six-month, County funded, fidelity-bonding program for CalWORKs job seekers hired by employers. The bonding program eliminates the employer's liability for previous convictions for the first six months of employment.

Other areas of interest that surfaced involved training for companies participating in the CalWORKs program so that they fully understood the needs of the employees and the system of support services available to the employees. For small businesses, liability concerns were mentioned most frequently as barriers to employment for job seekers. Through the placement of CalWORKs job seekers, the concept of treating the employer as the client began to emerge.

The JCIF employer focus group developed the concept further and recommended that employer services programs should be developed to meet the CalWORKs employer's workforce and special need requirements.

Components of an employer services program are envisioned to include the following services:

- Assistance with completing and filing tax credit documents (state and federal credits to employers for hiring CalWORKs job seekers, reimbursement for wage subsidies (OJT), and Enterprise Zone vouchers).
- Fidelity Bond Program - eliminate employer liability for a specified period of time.
- Employment Intermediary - trial period of employment (90 or 180 days).
- Training for employers to address special need requirements for CalWORKs job seekers - employee mentors.
- Assistance in setting up employer-sponsored child care or transportation programs.
- Special access to technical, business and financial assistance through the commitment of pro bono services from established companies or public agencies in the region – finance marketing, human resource systems, best management practices.

In organizing the employer services program, the JCIF Task Force and the Work Force Development staff will facilitate program development of the above-presented initiatives. Each service would be clearly defined with performance measures.

FY 1998/1999 JCIF Budget Item: \$39,000 for Employer Services Program

The amount set aside for this segment of the work plan is limited, but it provides a start on second stage implementation. EDAB currently provides \$25,000 for the fidelity bond program, which is available to employers participating in the CalWORKs program. Efforts will be made to use the network of partnerships and alliances EDAB has with non-profit and for-profit organizations to leverage in-kind services where feasible. All contracts, both financial and non-financial, will require County legal counsel approval and the Alameda County Board of Supervisors' final approval. The program is projected to be initiated during the first week of December 1998.

Program Evaluation and Performance Measurement

Program Evaluation Process

The Job Creation and Investment Task Force will review program performance, particularly in the areas of job commitments and placements of CalWORKs job seekers, during their bi-monthly meetings. In addition, a seven-member management review team will be convened to make an independent assessment of the program during a day-long work session set for May 1999.

The Assessment Team will be chaired by the Task Force Co-Chairs, the Assistant Agency Director of the County's Social Services Agency Welfare to Work Department, the California Association for Local Economic Development, Manager for Welfare to

Work, the Executive Director for the Bay Area Partnership (joint partnership of Bay Area Council and Foundations), Director of Local Development, California Trade & Commerce Agency and the Executive Director for EDAB. The Assessment Team will submit their findings to the JCIF Task Force for consideration in preparation of the Task Force final report that will be completed in June 1999.

Evaluation Performance Measures

The Job Creation and Investment Program's performance will be measured using the following criteria:

Program Management Measures

- Task Force and Committee support
- Contract administration
- Program coordination with partner agencies (SSA, PICs, community colleges)

Program Outcome Measures

- Number of job commitments received from employers through JCIF job development and outreach initiatives - performance target set at 2,500 jobs.
- Length of time CalWORKs employees remain on the job.
- Number of CalWORKs job seekers employed through programs funded or sponsored under the JCIF Program Plan.
- Number of jobs retained, or projected to be created, in the industry cluster study sponsored by the JCIF program.
- Number of jobs projected to be available, based on occupational studies sponsored by the JCIF program, where CalWORKs job seekers meet the skill and work experience requirements.
- Number of private or public employers participating in the CalWORKs program in comparison to previous six month period (commitment of jobs, expertise, equipment, or resources)
- Number of employers and their level of satisfaction with employer support services administered by JCIF Work force Development Staff (Would the employer have participated in CalWORKs? Did support services contribute to on-the-job retention of CalWORKs clients?).

The JCIF Work Force Development staff and the County's Social Services Agency will collect information on the first two performance measures. Information sources will be the Social Services Agency's Job Development Department and the Private Industry Councils.

The consultants retained to complete work on the Industry Cluster Study will provide occupational projections. Both training and economic development agencies will be asked to review the work of the consultants to determine its usefulness in their planning and resource allocation decisions. Training and job development partners will be asked to make similar assessments of labor market occupational studies completed and work keys assessments sponsored under 2nd Stage implementation.

Data on the last two performance measurement areas will be secured from JCIF Workforce Development staff and the County Social Services Agency. This information will be supplemented by a follow-up survey sent to participating employers.

Distribution

Upon review and acceptance by the Alameda County Board of Supervisors, the final evaluation report on the program will be distributed to all task force members, participating organizations and local government agencies. The report will also be made available to State agencies and members of Alameda County's State and federal legislative delegation.

Job Creation and Investment Fund Budget

Grant Funds Requested

The amount of funds requested at this time is \$109,000 in order to implement the Plan beginning in December 1998. Should additional funds be available, the County requests an opportunity to submit a budget augmentation.

Budget Summary-All Sources

The table below describes the expenses EDAB will incur in implementing the Alameda County Job Creation and Investment Plan.

JOB CREATION INVESTMENT PLAN- DEVELOPMENT & IMPLEMENTATION EXPENSES				
<u>Category</u>	<u>JCIF Funds</u>	<u>Alameda County</u>	<u>Other</u>	<u>Total Funds</u>
<u>January – June 1998 (actual):</u>				
Salary & Benefits	\$0	\$31,402		\$31,402
Services & Supplies	\$0	\$57,104		\$57,104
Subtotal:	\$0	\$88,506		\$88,506
<u>July 1998 - June 1999 (budgeted):</u>				
Salary & Benefits	\$0	\$188,414		\$188,414
Services and Supplies	\$0	\$43,103		\$43,103
Contracts				
Marketing and Outreach	\$50,000			\$50,000
Cluster/Occupational Studies	\$20,000	\$49,500	\$40,000*	\$109,500
Employer Services	\$39,000	\$48,397		\$87,397
Subtotal:	\$109,000	\$329,414	\$40,000	\$478,414
Total Funding: (all sources - 1/98 - 6/99):	\$109,000	\$417,920	\$40,000	\$566,920
*East Bay Works Regional Workforce Federal Grant and One-Stop Implementation State Grant				

As the designated job creation organization for the Alameda County CalWORKs program, EDAB has received CalWORKs funding in the amount of \$417,920 from the Social Services Agency.

This funding offsets salary, supply and contract costs incurred during JCIF Plan development and those costs that will be incurred in implementation.

JCIF funds, as discussed in the Initiatives Section, will be used to contract for specialized services to augment EDAB Workforce Development staff dedicated to the CalWORKs program. Contract activities include:

- **Market Outreach** – Preparation of marketing strategy, materials (client profile, incentives information, testimonials) and advertisement.
- **Cluster Study** – Preparation of one Industry Cluster Study.
- **Employer Services Program** – Specialized employer services and assistance.

These contract areas will be augmented from other sources to achieve 2nd Stage implementation. The JCIF grant funds represent 30% of the costs in implementing the Plan. If additional JCIF Grant funds are available during the year, EDAB requests the opportunity to apply for expansion of its Industry Cluster Sector Studies and Employer Services Program.

ATTACHMENT I

JOB CREATION TASK FORCE CHAIRS

Stephen Brooks, Tri-Valley Community Fund

Bernie Collins, United Parcel Service

JOB CREATION TASK FORCE MEMBERS

Ed Barnes, Berkeley Community Law Center

Ann Bauman, City of Hayward - ED

Solomon Bellette, Catholic Charities

Robert Benson, EDAB

Chris Bolden, City of Oakland - Econ. Dvlp.

Robert Brauer, Ca. State Univ. - Hayward

Charles Brown, Mission Valley ROP

Elissa Brown, City of Oakland

Naomi Burns, Alameda County - Personnel

Winston Burton, BOSS Enterprises

George Burt, West Oakland Commerce

Ces Butner, Horizon Beverage Company

Magda Calderon, EDD-Regional Manager

Bob Canter, Clorox

Solomon Cason, Supervisor Keith Carson - Staff

Patti Castro, Alameda County - PIC

Ken Chambers, West Side Baptist Church

Dorothy Chen, Alameda County - PIC

Floretta Chisom, City of Oakland

Pamela Cook, Clorox

Peter Crabtree, Peralta Community College

Linda Crockett, Californians Working Together

Mike Daley, Jobs Consortium

Frank Damante, Allied-Sysco Foods, Inc.

Bill Davis, CALED

Kathleen Denzer, Consultant

Eddie Dilliard, OEBWT

Dotti David, David & Taylor Resources

Viviane Dufors, Trade & Commerce Agency

Susan Duncan, Peralta Community College

Maureen Duncan, Vista College

Ione Elioff, Peralta Community College

Leeann Ferguson, Supervisor Scott Hagerty - Staff

Lottie Fleming, EDD - Berkeley Office

Chris Floethe, Constr. Craft Trng. Center

Marianne Foster, Oakland Housing Authority

Gloria Fuerniss, Fremont Bank

Gail Gilpin, City of Pleasanton - Econ. Dvlp.

Jim Gleich, AC Transit

Bob Goetsch, Bay Area Industry Ed. Co.

Sylvia Gonzales, Laney College-CalWorks

Barbara Goodfellow, LAM Research Corp.

George Granger, Pacific Telesis

Cleophus Griffin, Laney College - Placement

Eve Grossman, Oakland Chamber of Commerce

Tom Guarino, San Leandro Chamber

Lillian Hack, Fremont Bank

Julie Hadnot, Ron Dellums Office - Staff

Tim Hamann, Central Labor Council

Faheem Hameed, Small Business Dvlp. Center

Joe Haraburda, Oakland Chamber of Commerce

David Harkess, Alameda County PIC

Rita Hays, Contra Costa County PIC

Saundra Henry, College of Alameda

Norm Higa, NUMI Motors

Nancy Hillis, City of San Leandro - Econ. Dvlp.

Gary Holm, Alameda County - GSA

Brent Johnson, Oakland PIC

Gene Johnson, Oakland PIC
 Bruce Kern, EDAB
 Michael Kertzman, Sybase
 Corey Kidwell, Chabot Las Positas College
 David Korth, City of Hayward - Econ. Dvlp.
 Robert Kreitz, Tri-Valley ROP
 Bill Lambert, City of Berkeley - Econ. Dvlp.
 Belinda Laguna, Alameda County - SSA
 Brenda Leung, Alameda County - SSA
 Elaine Lew, East Bay MUD
 Darien Louie, United Way
 Barry Luboviski, Building Trades Council
 Judy Martin, EDD - Employment Program
 Eleanor Mason, Ramsey M.T.A. Ltd.
 Upesi Matambuzi, City of Richmond
 Heather Mculloch, Natl. Education & Law Center
 Ann McCurdy, Chabot-Las Positas College
 Betsy Morris, Consultant
 Marsha Murrington, Spanish Speaking Unity Council
 Norma Nelson, Nelson Consulting Group
 Ricardo Noguera, City of Union City - Econ. Dvlp.
 Ken Oplinger, Fremont Chamber of Commerce
 Allison Paige, Berkeley First Source
 Monique Perkins, College of Alameda
 Cheryl Perry, League Port of Oakland
 Willie Phillips, West Berkeley Nbrhd. Dvlp.

Anthony Puig, Port of Oakland
 Bernida Reagan, Berkeley Community Law Center
 Dan Regan, EDAB
 Lauren Rolfe, Goodwill Industries
 Judith Rosenberg, Support Group Training Project
 Joan Roth, Rite Aid Corporation
 Lina Rusty, PeopleSoft
 Bea Sammons, United Parcel Service
 Susan Schacher, Laney College - Project Bridge
 Suzanne Shefi'l City of Fremont - HSD
 Roland Smith, Smith & Associates
 Mario Solis, Alameda County - SSA
 Wyn Stephens, Alameda County - Housing Auth.
 Arlene Talbot, Jobs Consortium
 Selma Taylor, C.A.R.A.T.
 Isiah Turner, City of Richmond
 Susan Villarreal, City of Oakland - Employer Scvs.
 Wanda Viviano, EDD - Fremont Office
 Samuel Wallace, Williams Wallace
 Melba Watts, Oakland PIC-One-Stop Center
 Michelle Waters, Alameda County Housing Auth.
 Tim Weldon, Security U.S.A
 Anita Williams, City of Oakland
 Henry Williams, Citibank
 Bob Wood, Chabot-Las Positas College

ATTACHMENT II

ALAMEDA COUNTY 1994-2001 OCCUPATIONS

SEE TABLES ON THE FOLLOWING 5 PAGES

SELECTED OCCUPATION CLUSTER / OCCUPATIONS	ANNUAL AVERAGE		ABSOLUTE CHANGE	SEPARA- TION	TOTAL OPENINGS	PERCENT CHANGE
	1994	2001				
Protective Service Occupations	12,090	13,810	1,720	3,050	4,770	14.23%
P.178 Fire Fighters	1,470	1,530	60	430	490	4.08%
P.404 Police Detectives	230	260	30	70	100	13.04%
P.405 Police Patrol Officers	3,110	3,620	510	960	1,470	16.40%
P.101 Correction Officers, Jailers	250	300	50	30	80	20.00%
P.369 Parking Enforcement Officers	110	120	10	20	30	9.09%
P.478 Sheriffs and Deputy Sheriffs	690	820	130	110	240	18.81%
P.130 Detectives, Investigators	240	270	30	40	70	12.50%
P.111 Crossing Guards	300	300	-	60	60	0.00%
P.215 Guards and Watch Guards	4,890	5,800	910	720	1,630	18.41%
P.423 Protective Service Workers, NEC	800	790	(10)	610	600	-1.25%
Computer Scientists and Related Workers	5,200	6,900	1,790	810	2,600	32.50%
P.505 Systems Analysts--Electronic Data Processing	1,680	2,740	1,060	130	1,190	63.10%
P.87 Computer Programmers, including Aides	3,110	3,570	460	650	1,110	14.79%
P.89 Computer Scientists, Related Workers, NEC	410	690	270	30	290	65.85%
Management Support Occupations	20,310	22,840	2,530	2,760	5,310	12.65%
Accountants, Audit, Finance Specialists	6,520	9,330	810	1,100	1,910	12.41%
P.538 Underwriters	330	340	10	40	50	3.03%
P.108 Credit Analysts	260	270	10	30	40	3.85%
P.278 Loan Officers and Counselors	730	750	30	80	110	4.11%
P.508 Tax Preparers	1,360	1,340	(20)	150	130	-1.47%
P.2 Accountants and Auditors	4,410	5,030	620	640	1,260	14.06%
P.47 Budget Analysts	360	430	70	40	80	19.44%
P.177 Financial Specialists, NEC	1,080	1,170	90	120	140	8.33%
Purchasing Agents and Buyers	2,420	2,780	360	430	750	14.88%
P.553 Wholesale and Retail Buyers--excluding Farm Product	550	1,030	70	170	240	12.73%
P.430 Purchasing Agents and Buyers--Farm Products	110	130	20	20	40	18.18%
P.431 Purchasing Agents--excluding whle, Ret, Farm Prods	1,360	1,630	270	240	510	19.85%
Personnel, Training, Lab-Rel Specs	2,170	2,610	440	310	750	20.28%
P.162 Employment Interviewers--Private or Public	370	450	80	10	10	21.62%
P.378 Pers, Training, Lab-Rel Specs, NEC	1,800	2,160	360	300	740	19.94%

SELECTED OCCUPATION CLUSTER / OCCUPATIONS	ANNUAL AVERAGE		ABSOLUTE CHANGE	SEPARA- TION	TOTAL OPENINGS	PERCENT CHANGE
	1994	2001				
Other Management Support Workers	7,200	8,120	920	940	1,860	12.78%
P.103 Cost Estimators	980	1,210	230	80	310	23.47%
P.297 management Analysts	470	580	110	50	160	23.40%
P.91 Construction and Building Inspectors	360	420	60	60	120	16.67%
P.84 Compl, Enforce Inspectors--excluding Construction	1,380	1,510	130	210	340	9.42%
P.507 Tax Examiners, Collectors and Revenue Agents	260	290	30	40	70	11.54%
P.24 Assessors	110	120	10	20	30	9.09%
P.73 Claims Examiners--Insurance	220	240	20	20	40	9.09%
P.298 Management Support orkers, NEC	3,420	3,750	330	460	790	9.65%
Cleaning, Building Services--Ex Private Household	13,790	15,180	1,390	1,900	3,290	10.08%
P.291 Maids and Housekeeping Cleaners	2,850	3,090	240	320	560	8.42%
P.259 Janitors, Cleaners--Except Maids	9,230	10,140	1,010	1,340	2,350	10.94%
P.381 Pest Controllers and Assistants	200	220	20	30	50	10.00%
P.74 Cleaning, Building Services Ex Private Household	1,510	1,630	120	210	330	7.95%
Machine Setter, Set-up Operators--ex metal and plastic	7,090	7,730	640	1,240	1,880	9.03%
P.159 Electronic Semiconductor Processor	120	170	40	20	60	33.33%
P.385 Photographic Processing Mach Operators, Tenders	270	270	0	40	40	0.00%
P.367 Paper Goods Mach Setters, Set-up Operators	230	270	(10)	40	30	-4.35%
P.96 Cooking Mach Operators, Tenders--Food, Tobacco	100	100	0	20	20	0.00%
P.119 Cutting, Slicing Machine Operators, Tenders	220	250	30	30	60	13.64%
P.364 Painters, Transportation Equipment	240	260	20	40	60	8.33%
P.362 Paint, Coat & Spray Machine Setters	170	210	40	30	70	23.53%
P.366 Painting, Related Machine Operators, Tenders	240	290	50	50	100	20.83%
P.75 Cleaning, Pickling Equip Operators, Tenders	120	130	10	20	30	8.33%
P.112 Crushing, Mixing Machine Operators, Tenders	480	500	20	80	100	4.17%
P.170 Extruding, Forming Machine Operators, Tenders	220	260	40	40	80	18.18%
P.361 Packaging, Filing Machine Operators, Tenders	2,480	2,760	280	440	720	11.29%
P.287 Machine Setters & Set-up Operators, NEC	800	790	(10)	140	130	-1.25%
P.286 Machine Operators and Tenders, NEC	1,390	1,520	130	250	380	9.35%

SELECTED OCCUPATION CLUSTER / OCCUPATIONS	ANNUAL AVERAGE		ABSOLUTE CHANGE	SEPARA- TION	TOTAL OPENINGS	PERCENT CHANGE
	1994	2001				
Investigative, Related, excluding Insurance	1,990	2,120	130	150	280	6.53%
P.552 Welfare Eligibility Workers, Interviewers	820	670	(150)	70	(80)	18.29%
P.34 Bill and Account Collectors	1,170	1,450	280	80	360	30.93%
Writers, Artists, Entertainers, Athletes	4,720	5,690	950	650	1,600	20.55%
P.557 Writers and Editors	790	960	170	110	280	21.52%
P.517 Technical Writers	360	520	160	60	220	44.44%
P.428 Public Relation Specialists, Publicity Writers	510	610	100	80	180	19.61%
P.446 Reporters and Correspondents	170	190	20	30	50	11.76%
P.384 Photographers	350	370	20	50	70	5.71%
P.21 Artists and Related Workers	430	530	100	60	160	23.26%
P.193 Floral Designers	120	140	20	10	30	16.67%
P.129 Designers, excluding interior and floral	630	820	180	70	250	28.13%
P.256 Interior Designers	110	120	10	10	20	9.09%
P.319 Merchandise Displayers, Window Trimmers	500	600	20	20	100	2.00%
P.338 Music Directors, Singers, Composers	120	150	30	20	50	25.00%
P.339 Musicians--Instrumental	230	310	60	30	90	26.09%
New Dancers and Choreographers	200	190	30	20	10	15.00%
P.25 Athletes, Coaches, Umpires, and Related Occ	130	230	30	20	50	23.08%
Health Service, Related Occupations	8,730	10,080	1,350	1,240	2,590	29.78%
P.125 Dental Assistants	1,410	1,630	220	300	510	15.60%
P.315 Medical Assistants	1,330	1,610	280	180	460	21.05%
P.345 Nurse Aides, Orderlies, Attendants	4,010	4,950	340	420	760	18.95%
P.234 Home Health Care Workers	920	1,220	300	110	410	43.48%
P.424 Psychiatric Aides	130	146	10	10	20	7.69%
P.389 Physical Therapy Assistants and Aides	360	446	80	60	140	22.22%
P.221 Health Service Workers, NEC	1,610	1,630	120	130	170	7.45%
Motor Vehicle operators	17,780	20,070	2,310	2,180	4,490	25.25%
P.534 Truck Drivers, Heavy	5,650	6,360	710	630	1,360	12.57%
P.535 Truck Drivers, Light	7,900	8,970	1,070	930	1,930	24.18%
P.49 Bus Drivers	930	1,060	70	120	160	7.53%

SELECTED OCCUPATION CLUSTER / OCCUPATIONS		ANNUAL AVERAGE		ABSOLUTE CHANGE	SEPARA- TION	TOTAL OPENINGS	PERCENT CHANGE
		1994	2001				
P.50	Bus Drivers--School	840	1,040	200	110	310	23.81%
P.509	Taxi Drivers and Chauffeurs	190	230	40	20	60	21.05%
P.139	Drivers / Sales Workers	1,930	2,190	260	330	540	10.61%
P.335	Motor Vehicle Operators, NEC	210	230	20	30	40	9.52%
Miscellaneous Personal Service Occupations		4,420	5,140	720	840	1,560	16.29%
P.216	Hairdressers, Hairstylists	1,320	1,330	10	210	220	0.76%
P.15	Amusement, Recreation Attendants	900	1,140	240	290	530	26.67%
P.541	Ushers, Lobby Attendants	270	370	100	90	190	37.04%
P.28	Baggage Porters and Bellhops	210	260	50	40	90	23.81%
P.191	Flight Attendants	190	240	50	30	80	26.32%
P.528	Transportation Attendants--Excluding Flight	220	290	70	40	110	16.00%
P.380	Personal and Home Care Aides	130	410	280	60	340	11.54%
P.69	Child Care Workers	100	110	10	50	60	6.11%
EDP and Office Machine Occupations		5,390	4,930	(460)	710	110	(2.23%)
P.36	Billing, Posting, Calculation Machine Operators	610	410	(200)	170	40	(6.56%)
P.141	Duplicating Machine Operators	170	190	20	90	110	6.47%
P.293	Mail Machine Operators--Preparation and Handling	130	270	140	80	10	(7.69%)
P.86	Computer Operators--Excluding Peripheral Equipment	1,630	1,430	(200)	160	30	(1.84%)
P.121	Data Entry Keyers--Excluding Composing	1,990	1,970	(20)	70	50	(2.51%)
P.122	Data Keyers--Composing	120	90	(30)		(30)	(25.00%)
P.350	Office Machine Operators, NEC	490	460	(30)	140	110	22.92%
Miscellaneous Agriculture, Forestry, Fishing		5,090	5,710	620	690	540	10.61%
P.346	Nursery Workers	380	500	120	80	60	15.79%
P.211	Graders Sorters--Agricultural Products	120	130	10	20	30	25.00%
P.16	Animal Caretakers--Except farm	1,340	460	(880)	60	10	(0.75%)
New	Gardeners, Groundskeepers--Excluding Farm	2,990	3,250	260	340	500	16.72%
New	Pruners	140	160	20	20	40	28.57%
New	Lawn Maintenance Workers	410	470	60	50	110	26.83%
New	Veterinary Assistants	190	220	30	30	60	31.58%
P.8	Agriculture, Forestry, Fishing, NEC	520	560	40	90	130	25.00%

SELECTED OCCUPATION CLUSTER / OCCUPATIONS	ANNUAL AVERAGE		ABSOLUTE CHANGE	SEPARATION	TOTAL OPENINGS	PERCENT CHANGE
	1994	2001				
Miscellaneous Secretarial, General Office Occupations	53,360	55,220	1,860	7,920	9,780	3.49%
P.494 Stenographers and/or Court Reporters	620	570	(50)	70	20	8.66%
P.440 Receptionists, Information Clerks	5,840	6,850	1,010	950	1,960	17.29%
P.537 Typists, including Word Processing	4,750	3,910	(840)	320	(520)	-12.63%
P.377 Personnel Clerks--Excluding Payroll	970	900	(70)	130	60	7.27%
P.174 File Clerks	1,640	1,590	(50)	430	380	3.05%
P.357 Order Clerks--Materials, Service	20,070	21,340	270	310	580	2.89%
P.417 Procurement Clerks	400	480	(10)	70	80	2.50%
P.492 Statistical Clerks	400	400	0	0	0	0.00%
P.257 Interview Clerks--Excluding Personnel, Welfare	360	400	40	80	120	16.67%
P.114 Customer Service Representatives--Utilities	740	910	180	120	300	40.54%
P.42 Bookkeeping, Accounting Clerks	10,900	11,020	60	1,160	1,220	1.10%
P.375 Payroll and Timekeeping Clerks	940	960	20	150	150	2.13%
P.357 Billing, Cost, and Rate Clerks	2,170	2,550	80	130	310	14.29%
P.207 General Office Clerks	21,100	22,640	1,520	1,000	2,610	12.37%
Lodging and Travel Workers	790	860	70	120	290	36.71%
P.447 Reservation Transportation Ticket Agents	440	460	20	0	160	36.36%
P.236 Hotel Desk Clerks	350	400	50	120	130	37.14%
Merchandise, Products and Other Sales	55,460	63,120	7,660	14,390	22,050	39.77%
P.459 Sales Engineers	250	310	60	70	130	52.00%
P.461 Sales Representatives, Scientific--Excluding Retail	2,790	3,000	510	480	960	34.41%
P.460 Sales Representatives, Non-Scientific--Excluding Retail	6,760	9,490	1,210	1,540	2,750	40.68%
P.542 Vehicle Salespersons--Retail	960	1,020	60	120	200	20.83%
P.463 Salespersons--Retail (non-Vehicle)	19,460	21,680	2,220	4,670	7,050	36.23%
P.464 Salespersons--Parts	1,510	1,640	130	310	170	11.26%
P.104 Counter and Rental Clerks	1,820	2,100	280	430	710	39.01%
P.495 Stock Clerks--Sales Floor	4,110	4,480	370	570	870	21.19%
P.60 Cashiers	11,810	13,620	1,810	4,430	6,240	52.80%
P.518 Telemarketers, Solicitors and Related Occupations	1,320	1,800	280	260	560	42.42%
P.124 Demonstrators, Promoters, Models	1,160	1,430	270	380	650	56.03%
P.458 Sales and Related Workers, NEC	2,290	3,750	460	750	1,210	52.84%

ATTACHMENT III

Alameda County CalWORKS Recipient Population Information

Caseload

- 27,581 adults CalWORKS recipients
- 7,478 are adult males
- 20,103 are adult females
- Average age of the adult males and females is 41 years and 33 years respectively
- Average time on aid for CalWORKS recipients is 5 years
- Number of children ages 17 and older is 511
- Number of children receiving CalWORKS aid is 53,866, an average of 2 per case

Ethnic Breakdown

- 13.7 % - White
- 52.0% - Black
- 14.1% - Hispanic
- 13.7% - Asian
- 1.3% - Pacific Islander
- 0.4% - Native American
- 0.9% - Filipino
- 3.9% - Others

Residence

In Alameda County, 83% of the CalWORKS recipients reside in the cities of:

- Oakland - 59%
- Hayward - 11%
- San Leandro - 5%
- Berkeley - 4%
- Fremont - 4%

Primary Languages

- 78.5% - English
- 6.2% - Spanish
- 5.6% - Vietnamese
- 4.1% - Other
- 3.0% - Other Asian
- 2.5% - Chinese
- 0.1% - Filipino

ATTACHMENT IV

Alameda County CalWORKs Recipients Education, Skills, Training, Work History

The Social Services Agency initiated a data collection survey in November of 1997 to obtain skills and employment data on CalWORKs job seekers. The survey generated responses from 22% of the total CalWORKs caseload (5,971 job seekers). The data collection effort focused on the education, work history, training, and skill levels of CalWORKs job seekers.

Education

- 57% of the respondents had a high school diploma or a GED.
- 10% currently enrolled in college.
- 8% had an AA or advanced degree.
- 3% were currently attending high school or in a GED program.
- 43% did not graduate from high school and did not have a GED.
- 26% reported difficulties in math
- 16% reported difficulties in reading
- 18% reported difficulties in writing
- 23% reported difficulties in English.

Work/Employment History

28% of the respondents had never worked. The most commonly reported work history for those who had previously worked was in the occupations of Cashiers, Customer Services Representatives, Retail Sales, Warehouse/Stocking/Packing, Home Health Aid/Personal Care Attendants, Child Care Workers, and Janitorial.

Training

- 19% of the respondents reported they had completed vocational training.
- 6% reported that they were currently enrolled in some form of vocational training. The most common type of vocational training was Beauty School/Cosmetology, Business School, Home Health Aide, and Computer Training.
- 38% of the respondents reported they had computer skills (24% in word processing and 14% in spreadsheets).
- 33% had keyboard/typing skills.

Barriers to Workforce Re-entry:

Logistics

- 44% of the respondents had a driver's license.
- 30% of the respondents had the use of a car, but not all indicated that the car was functional.
- 38% reported that they needed help in finding transportation.
- 41% reported that they needed help in finding childcare.
- 62% reported they needed help paying for transportation/child care costs once they find work.

Work/Skill Development

- Inadequate literacy
- Very little job training
- No recent work experience
- No soft-skills training programs
- Underdeveloped work habits
- Well Being
- Substance Abuse
- Homelessness/disability
- Domestic abuse
- Self-Sufficiency
- Low-wage jobs
- Can't leave work for further education /training

ATTACHMENT V

JOB'S AVAILABLE FOR CALWORKS HIRES – ALAMEDA COUNTY

<u>Employers</u>	<u>Location</u>	<u># of Jobs</u>	<u>Additional Information</u>
City of Berkeley	Berkeley	100	Berkeley First Source
Everett & Jones	Berkeley/Oakland	10	Barbecue Restaurants
Meta Care	Oakland	15	Nurse Aides
Huntington Restaurants	Oakland	20	Restaurant
Ginger Bread House	Oakland	10	Restaurant
Geoffrey's Inner Circle	Oakland	5	Meeting Center
Three J's & B.H. Enterprises	Oakland	5	Restaurants
E.M. Health Services	Oakland	10	Home Health Aides
Urban League	Oakland	5	Office/clerical jobs
United Parcel Services	All Alameda County	100	part-time, benefits
Alameda County Transit	All Alameda County	125	Bus Drivers/Mechanics
American Protective Services	All Alameda County	125	Security Guards
GuardsMark	Fremont/Hayward/Livermore	10	Security Guards
ABC Security	All Alameda County	10	Security Guards
Ala.Co.General Services Agency	All Alameda County	500	Part-time Jobs-Clerical
Home Savings	All Alameda County	<u>30</u>	Clerical, accounting, cashiers
Total Jobs		1,080	

ATTACHMENT V

JOBS AVAILABLE FOR CALWORKS HIREES - ALABAMA COUNTY

Job Title	Location	Estimated Hires
City of Berkeley	Berkeley	100
County of Contra Costa	Contra Costa	10
City of Oakland	Oakland	10
City of Alameda	Alameda	10
City of Fremont	Fremont	10
City of Hayward	Hayward	10
City of San Francisco	San Francisco	10
City of San Jose	San Jose	10
City of Santa Clara	Santa Clara	10
City of Santa Cruz	Santa Cruz	10
City of San Diego	San Diego	10
City of San Bernardino	San Bernardino	10
City of Los Angeles	Los Angeles	10
City of Long Beach	Long Beach	10
City of Anaheim	Anaheim	10
City of Orange	Orange	10
City of Fullerton	Fullerton	10
City of Brea	Brea	10
City of Tustin	Tustin	10
City of Santa Ana	Santa Ana	10
City of Irvine	Irvine	10
City of Newport Beach	Newport Beach	10
City of Laguna Hills	Laguna Hills	10
City of Laguna Beach	Laguna Beach	10
City of San Juan Capistrano	San Juan Capistrano	10
City of San Clemente	San Clemente	10
City of San Marcos	San Marcos	10
City of Escondido	Escondido	10
City of Vista	Vista	10
City of San Ramon	San Ramon	10
City of Concord	Concord	10
City of Walnut Creek	Walnut Creek	10
City of Clayton	Clayton	10
City of Antioch	Antioch	10
City of Pittsburg	Pittsburg	10
City of Union City	Union City	10
City of Fremont	Fremont	10
City of Newark	Newark	10
City of Jersey City	Jersey City	10
City of Hoboken	Hoboken	10
City of Weehawken	Weehawken	10
City of Secaucus	Secaucus	10
City of East Rutherford	East Rutherford	10
City of North Plainfield	North Plainfield	10
City of Plainfield	Plainfield	10
City of Elizabeth	Elizabeth	10
City of Edison	Edison	10
City of Woodbridge	Woodbridge	10
City of Iselin	Iselin	10
City of Jersey Gardens	Jersey Gardens	10
City of Linden	Linden	10
City of Littleton	Littleton	10
City of Westminster	Westminster	10
City of Thornton	Thornton	10
City of Arden-Arcade	Arden-Arcade	10
City of Rosemead	Rosemead	10
City of San Gabriel	San Gabriel	10
City of Azusa	Azusa	10
City of San Dimas	San Dimas	10
City of Claremont	Claremont	10
City of Fontana	Fontana	10
City of Rialto	Rialto	10
City of Colton	Colton	10
City of Redlands	Redlands	10
City of San Jose	San Jose	10
City of San Francisco	San Francisco	10
City of San Diego	San Diego	10
City of San Bernardino	San Bernardino	10
City of Los Angeles	Los Angeles	10
City of Long Beach	Long Beach	10
City of Anaheim	Anaheim	10
City of Orange	Orange	10
City of Fullerton	Fullerton	10
City of Brea	Brea	10
City of Tustin	Tustin	10
City of Santa Ana	Santa Ana	10
City of Irvine	Irvine	10
City of Newport Beach	Newport Beach	10
City of Laguna Hills	Laguna Hills	10
City of Laguna Beach	Laguna Beach	10
City of San Juan Capistrano	San Juan Capistrano	10
City of San Clemente	San Clemente	10
City of San Marcos	San Marcos	10
City of Escondido	Escondido	10
City of Vista	Vista	10
City of San Ramon	San Ramon	10
City of Concord	Concord	10
City of Walnut Creek	Walnut Creek	10
City of Clayton	Clayton	10
City of Antioch	Antioch	10
City of Pittsburg	Pittsburg	10
City of Union City	Union City	10
City of Fremont	Fremont	10
City of Newark	Newark	10
City of Jersey City	Jersey City	10
City of Hoboken	Hoboken	10
City of Weehawken	Weehawken	10
City of Secaucus	Secaucus	10
City of East Rutherford	East Rutherford	10
City of North Plainfield	North Plainfield	10
City of Plainfield	Plainfield	10
City of Elizabeth	Elizabeth	10
City of Edison	Edison	10
City of Woodbridge	Woodbridge	10
City of Iselin	Iselin	10
City of Jersey Gardens	Jersey Gardens	10
City of Linden	Linden	10
City of Littleton	Littleton	10
City of Westminster	Westminster	10
City of Thornton	Thornton	10
City of Arden-Arcade	Arden-Arcade	10
City of Rosemead	Rosemead	10
City of San Gabriel	San Gabriel	10
City of Azusa	Azusa	10
City of San Dimas	San Dimas	10
City of Claremont	Claremont	10
City of Fontana	Fontana	10
City of Rialto	Rialto	10
City of Colton	Colton	10
City of Redlands	Redlands	10

ATTACHMENT VI

ALAMEDA COUNTY 1994-2001 OCCUPATIONS

Occupations with Best Capacity to Hire CalWorks Recipients - Alameda County

<u>Occupation</u>	<u>Industry Sector</u>	<u>Entry-level Wage</u>	<u>Total Openings</u>	<u>% Incr. from 1994 to 2001</u>
Guards & Watch Guards	Protective Service	\$6.88	1,630	18.61%
Bill & account collectors	Investigative Related	\$8.63	360	23.93%
Truck Drivers - Heavy	Motor Vehicle Operations	\$12.88	1,360	12.57%
Truck Drivers - Light	Motor Vehicle Operations	\$7.00	1,990	13.54%
Receptionists & Info Clerks	General Office	\$8.40	1,960	17.29%
Customer Services Rep. - Utilities	General Office	\$8.00	300	24.66%
Cashiers	Merchandise, Products and Other Sales	\$6.00	6,240	15.33%
Maids & Housekeeping Cleaners	Cleaning, Building Services	\$7.00	560	8.42%
Home Health Care Workers	Health Service Related Occupations	\$7.25	410	32.61%
Hotel Desk Clerks	Lodging and Travel Workers	\$7.00	190	14.29%
Bus Drivers	Motor Vehicle Operations	\$8.00	190	7.07%
Bus Drivers, School	Motor Vehicle Operations	\$9.00	310	23.81%
Child Care Workers	Miscellaneous Personal Service	\$9.60	190	11.11%
Janitor/Cleaners	Cleaning, Building Services	\$8.97	2,350	10.95%
Nursery Workers	Miscellaneous Agriculture	\$5.75	200	31.58%
Ushers, Lobby Attendants	Miscellaneous Personal Service	\$5.75	190	37.04%
Sales and Related Workers	Merchandise, Products and Other Sales	\$5.75	1,210	20.09%
Telemarketers and Solicitors	Merchandise, Products and Other Sales	\$6.00	560	36.36%
Waiters and Waitresses	Retail Trade, Eating and Drinking Places	\$10.15	1,770	21.20%
Automotive Mechanics	Retail Trade, Auto Dealers & Service	\$8.50	350	11.10%
Carpenters	Construction	<u>\$16.78</u>	<u>350</u>	11.80%
	Total	<u>\$173.29</u>	22,670	
	Average Wage (all occupations)	\$8.25		



C124921272

ATTACHMENT VI

ALABAMA COUNTY 1984-2001 OCCUPATIONS

THESE DATA WERE OBTAINED FROM THE U.S. BUREAU OF ECONOMIC ANALYSIS

Occupation	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Executive, Administrative, and Managerial Occupations	12.1	12.2	12.3	12.4	12.5	12.6	12.7	12.8	12.9	13.0	13.1	13.2	13.3	13.4	13.5	13.6	13.7	13.8
Professional and Technical Occupations	14.5	14.6	14.7	14.8	14.9	15.0	15.1	15.2	15.3	15.4	15.5	15.6	15.7	15.8	15.9	16.0	16.1	16.2
Service Occupations	18.2	18.3	18.4	18.5	18.6	18.7	18.8	18.9	19.0	19.1	19.2	19.3	19.4	19.5	19.6	19.7	19.8	19.9
Skilled Craft, Trade, and Blue Collar Occupations	21.3	21.4	21.5	21.6	21.7	21.8	21.9	22.0	22.1	22.2	22.3	22.4	22.5	22.6	22.7	22.8	22.9	23.0
Unskilled Labor and Service Occupations	25.7	25.8	25.9	26.0	26.1	26.2	26.3	26.4	26.5	26.6	26.7	26.8	26.9	27.0	27.1	27.2	27.3	27.4
Total	71.8	72.2	72.6	73.0	73.4	73.8	74.2	74.6	75.0	75.4	75.8	76.2	76.6	77.0	77.4	77.8	78.2	78.6

Source: U.S. Bureau of Economic Analysis

Notes: Data are in percent of total population